

Human Resources Metrics CCH Board of Directors

Barbara Pryor
Chief Human Resources Officer

September 27, 2019



COOK COUNTY
HEALTH

Metrics



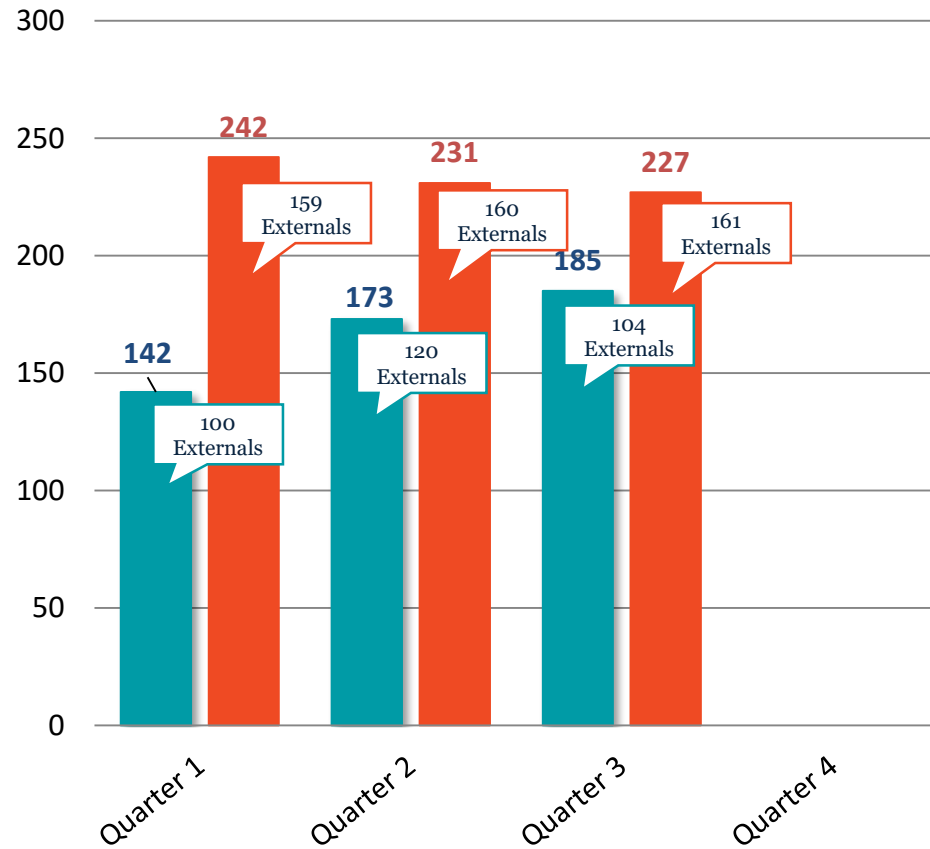
COOK COUNTY
HEALTH

CCH HR Activity Report

Thru 08/31/2019

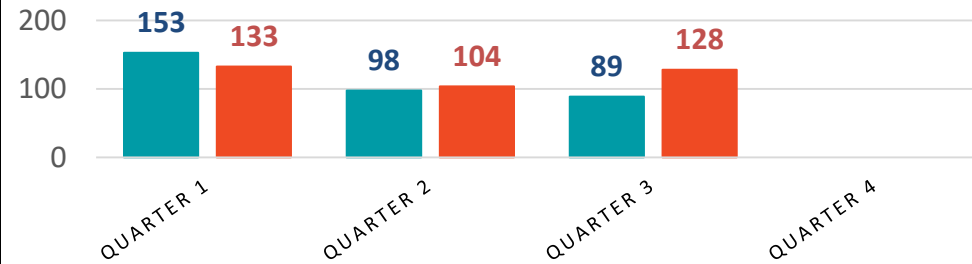
FILLED POSITIONS

■ 2018 Filled (500) | Externals (324)
■ 2019 Filled (700) | Externals (480)

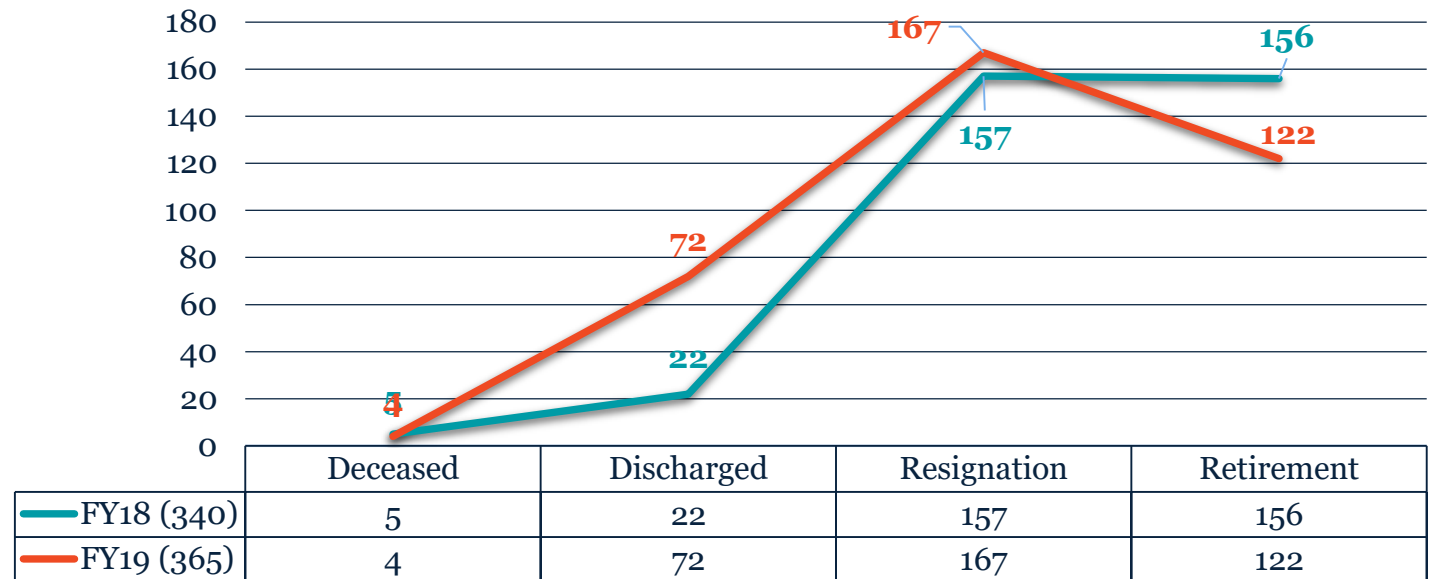
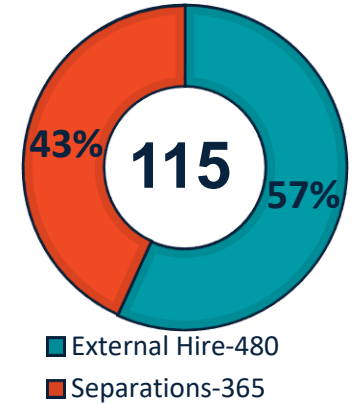


SEPARATIONS

■ 2018 Separations (340) ■ 2019 Separations (365)



NET NEW



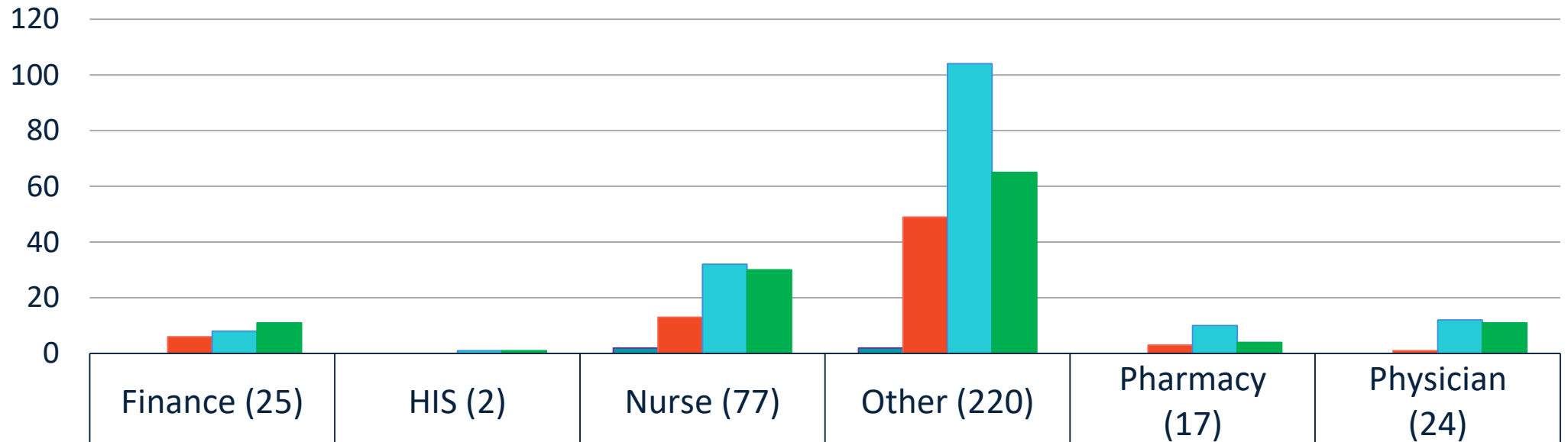
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Does not include Consultants, Registry and House Staff

CCH HR Activity Report

Thru 08/31/2019

SEPARATIONS BY CLASSIFICATION - 365

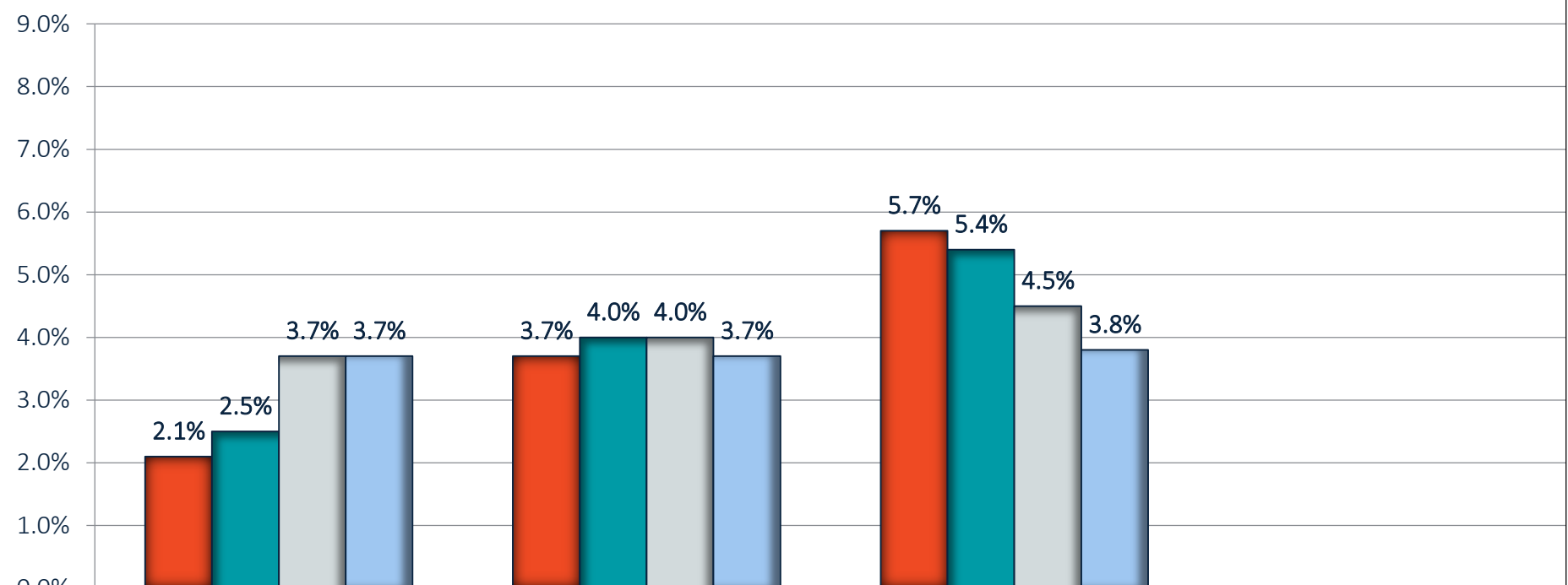


	Finance (25)	HIS (2)	Nurse (77)	Other (220)	Pharmacy (17)	Physician (24)
Deceased (4)			2	2		
Discharged (72)	6		13	49	3	1
Resignation (167)	8	1	32	104	10	12
Retirement (122)	11	1	30	65	4	11



CCH HR Activity Report – Turnover

CCH TURNOVER
Turnover Year-to-Date
Head Count: 6,437

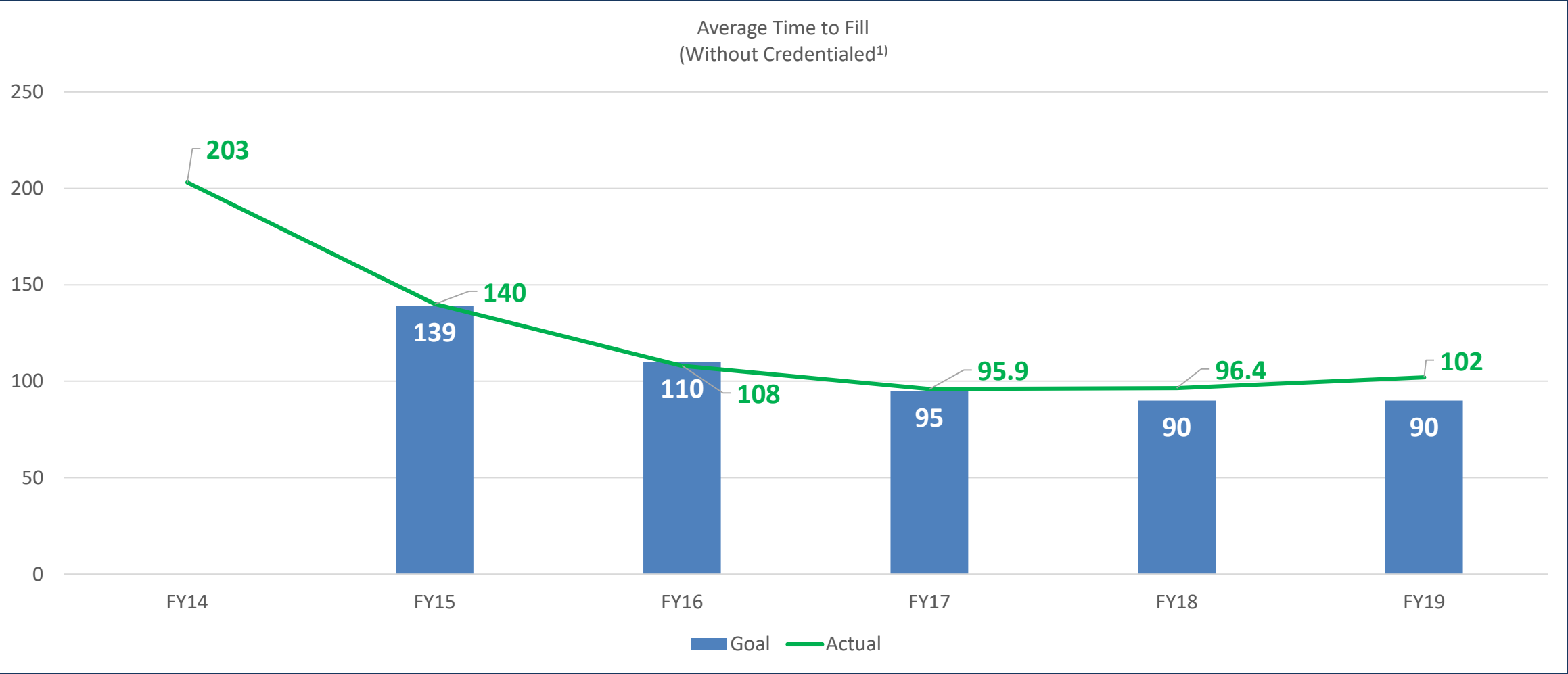


YTD Cumulative Totals: Quarter 1 Quarter 2 Quarter 3 Quarter 4

FY19 CCH Turnover	2.1%	3.7%	5.7%	
FY18 CCH Turnover	2.5%	4.0%	5.4%	
FY17 U.S. IL Health & Hospital Assoc. Turnover Data	3.7%	4.0%	4.5%	
FY18 U.S. Dept. of Labor Turnover Data	3.7%	3.7%	3.8%	

CCH HR Activity Report

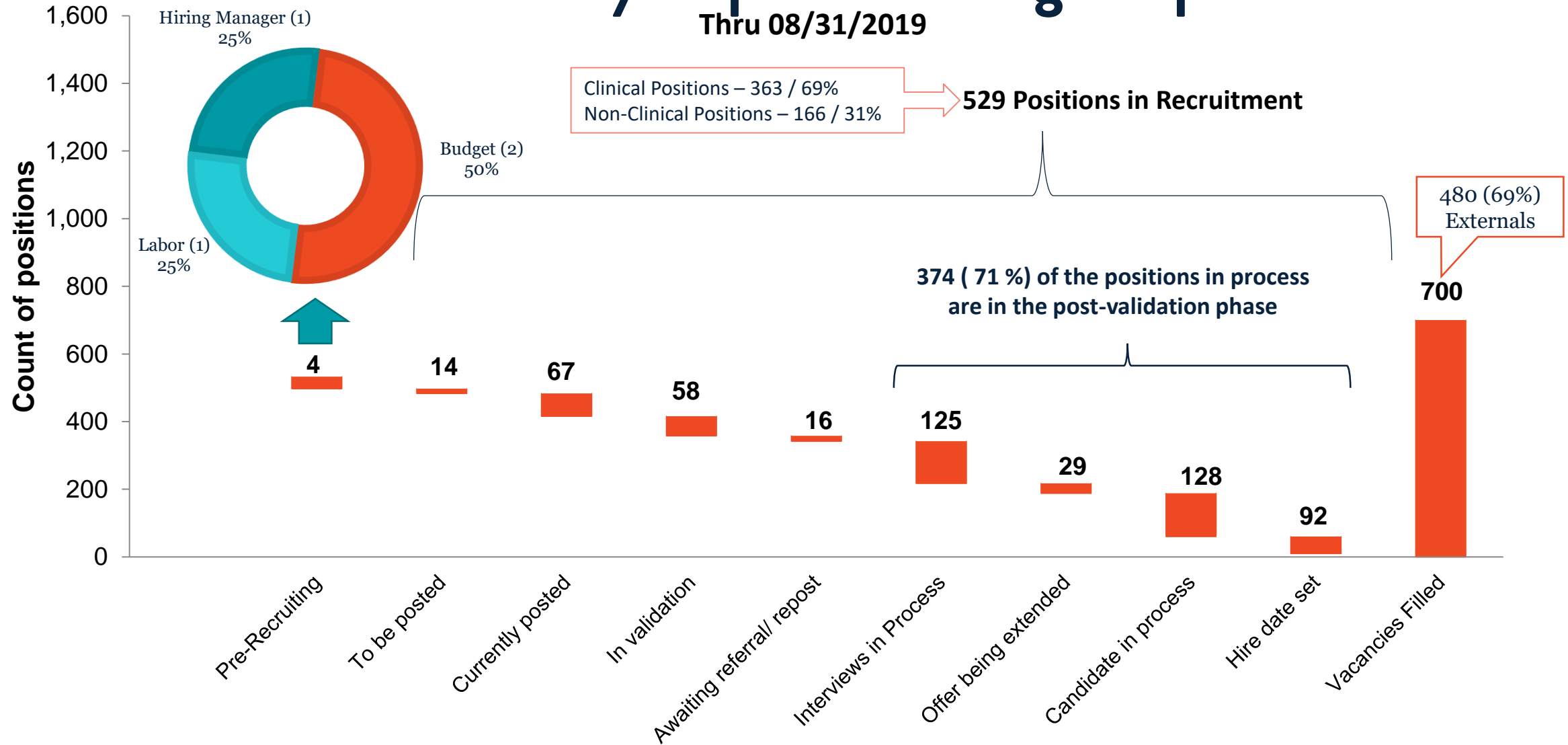
Improve/Reduce Average Time to Hire*



¹Credentialed Positions: Physicians, Psychologist, Physician Assistant I and Advanced Practice Nurses.

CCH HR Activity Report – Hiring Snapshot

Thru 08/31/2019



Shared Responsibility

Human Resources

Management

Human Resources

Shared Responsibility



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HEALTH**

Thank you.



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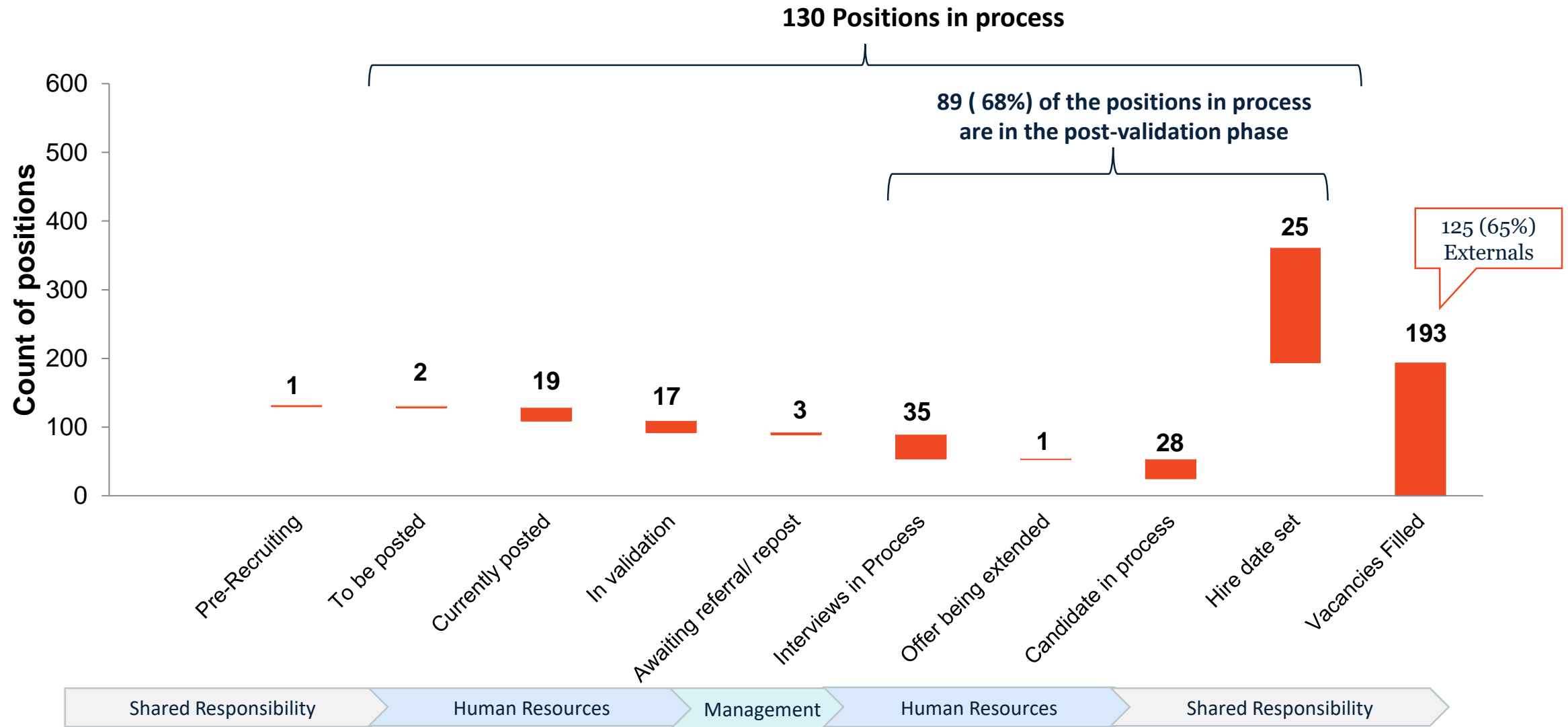
Appendix



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CCH HR Activity Report – Nursing Hiring Snapshot

Thru 08/31/2019

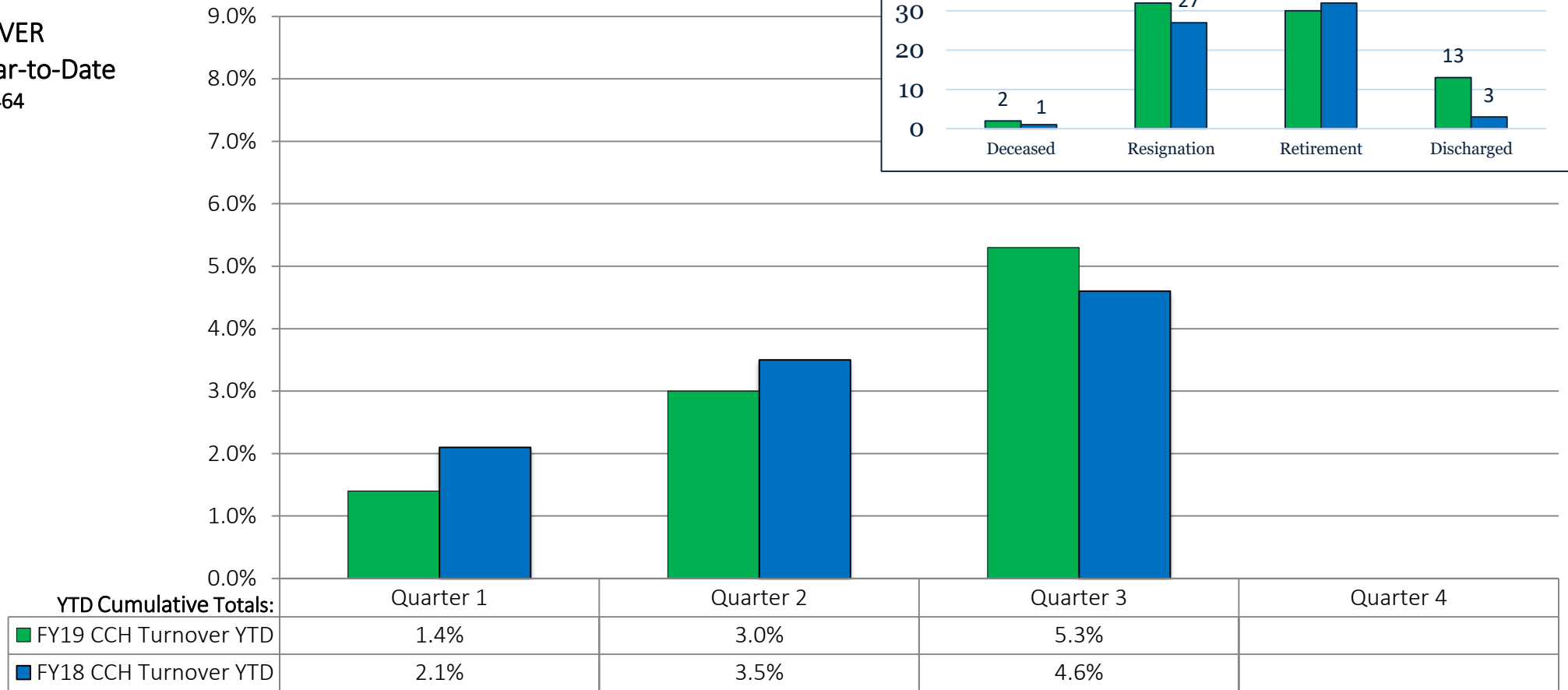


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Position Control 1 + Recruitment 130 = 131 Positions in Process

Nursing Activity Report – Turnover

CCH TURNOVER
Turnover Year-to-Date
Head Count: 1,464



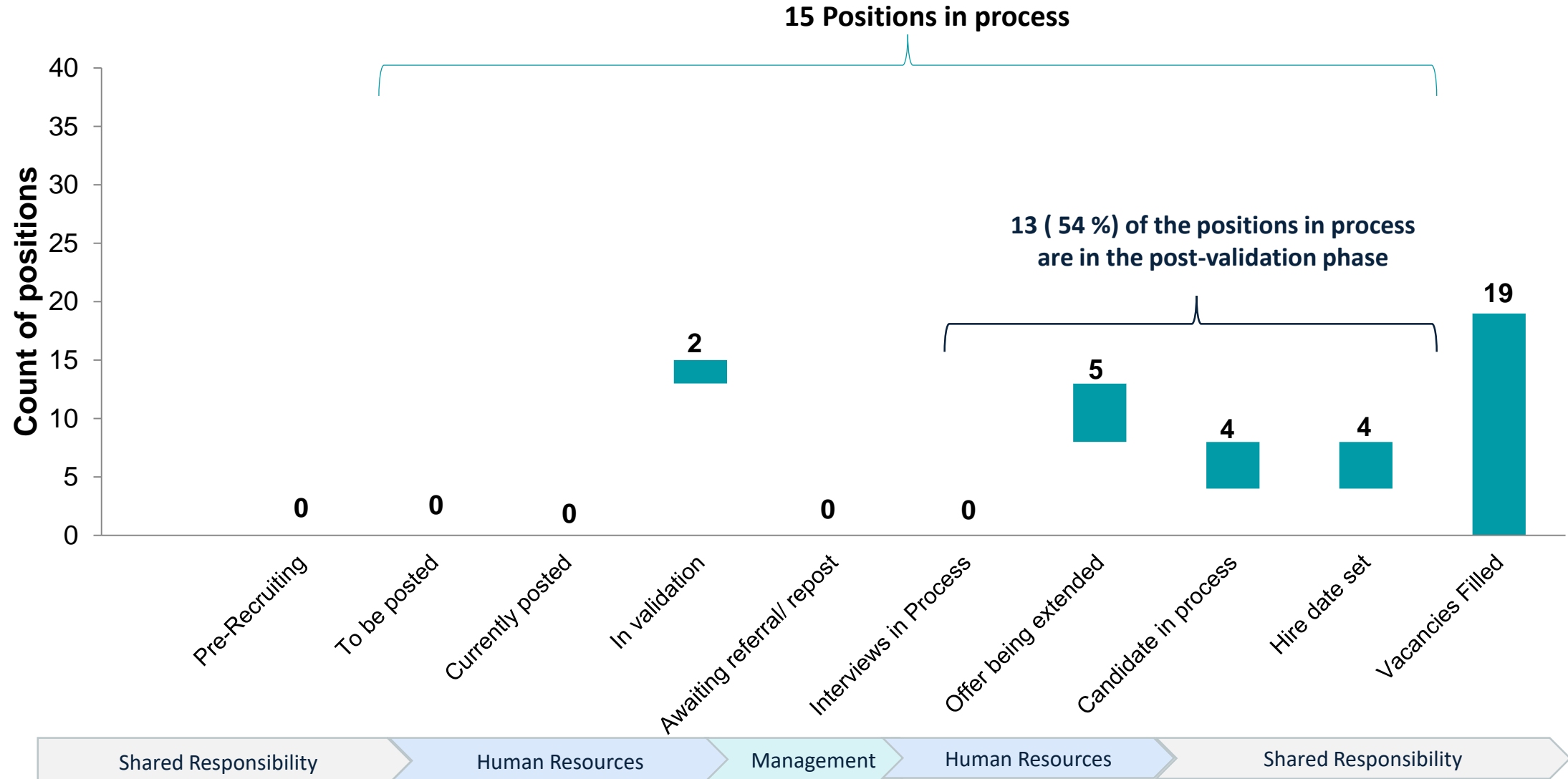
Include Registry

FY19 data is through 08/31/2019



CCH HR Activity Report – Finance Hiring Snapshot

Thru 08/31/ 2019



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Position Control 0 + Recruitment 15 = 15 Positions in Process

Corporate Compliance Report

Board of Directors

September 27, 2019



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Meeting Objectives

Review

- Cook County Health as a Provider of Health Care Services
 - County Fiscal Year-to-Date (F-YTD) 2019 Provider Metrics (Q 1-2-3)
- CountyCare Medicaid Health Plan Special Investigation Unit (SIU)
 - State Fiscal Year (S-FY) 2019 SIU Metrics

Metrics



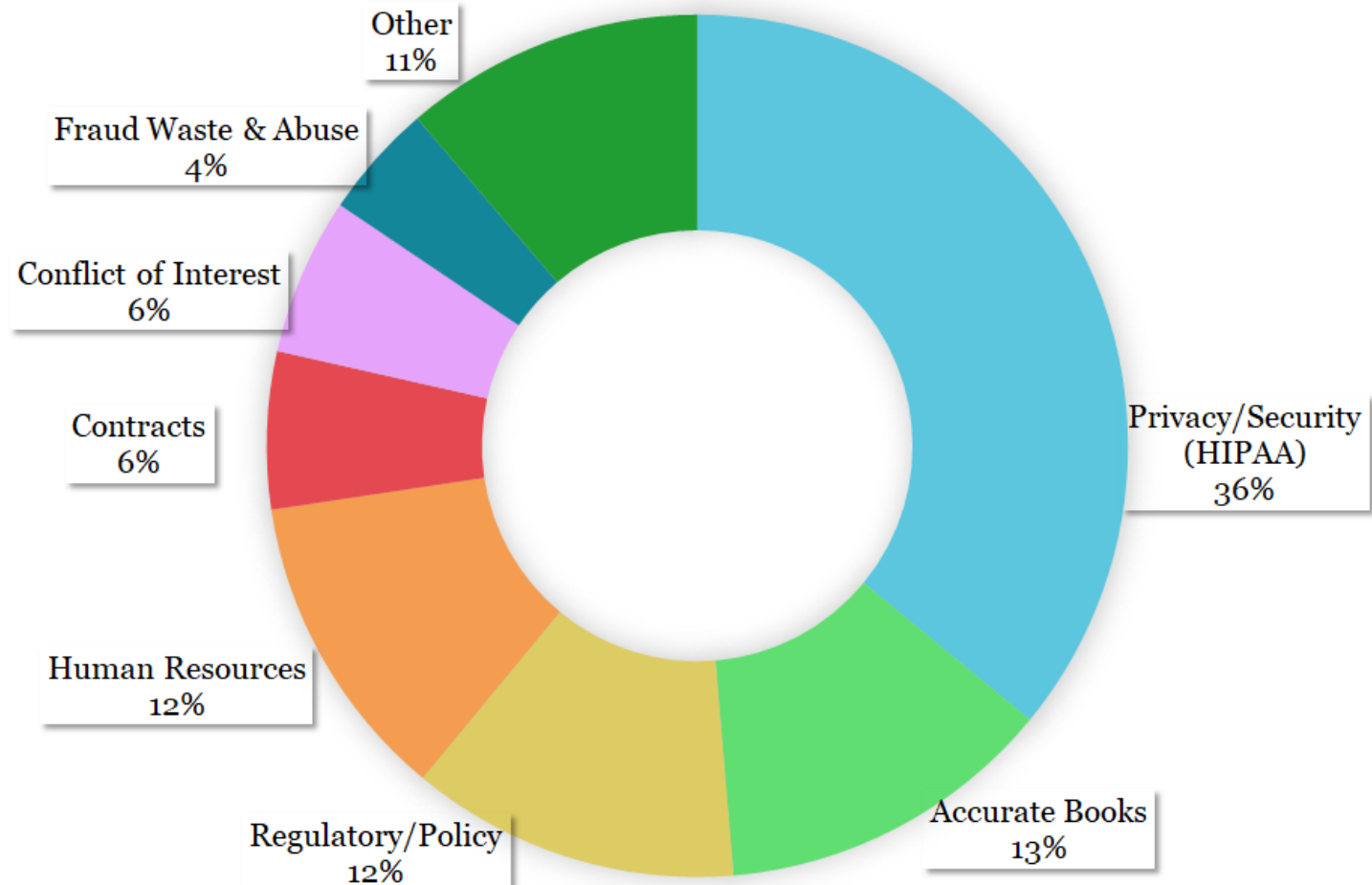
Cook County Health as a Provider of Care



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F-YTD 2019 Contacts by Category

CCH as a Provider of Care – Dec 2018 through Aug 2019



Categories	
Privacy/Security (HIPAA)	201
Accurate Books	71
Regulatory/Policy	69
Human Resources	65
Contracts	33
Conflict of Interest	33
Fraud Waste & Abuse	24
Other	63
	559 ²

² Of the reactive contacts, 21% were validated/substantiated.

Metrics



CountyCare Special Investigation Unit (SIU)



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Special Investigation Unit (SIU) Activity

State Fiscal Year 2019 (July 1, 2018 – June 30, 2019)

Number of Tips ¹	Number of Investigations ²	Number of Audits ³	Amount of Overpayments Collected ⁴
237	170	26,424	\$ 1,986,699.41

- ¹ Tips Incidents of suspected FWA by a provider or member; not vetted
- ² Investigations Any tip that has monetary exposure; provider or member specific
- ³ Audits Claim lines implicated by data mining or algorithms;
Data mining/algorithms are trend specific, not provider specific
- ⁴ Overpayments Collected Money actually recouped and in the bank; small amount may be paid back to the provider on a corrected claim

Questions?



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CountyCare Metrics

Prepared for: CCH Board of Directors

James Kiamos

CEO, CountyCare

September 27, 2019



Current Membership

Monthly membership as of September 6, 2019

Category	Total Members	ACHN Members	% ACHN
FHP	211,329	17,244	8.2%
ACA	71,926	13,130	18.3%
ICP	29,552	5,927	20.1%
MLTSS	6,008	0	N/A
Total	318,816	36,301	11.4%

ACA: Affordable Care Act

FHP: Family Health Plan

ICP: Integrated Care Program

MLTSS: Managed Long-Term Service and Support (Dual Eligible)

Managed Medicaid Market

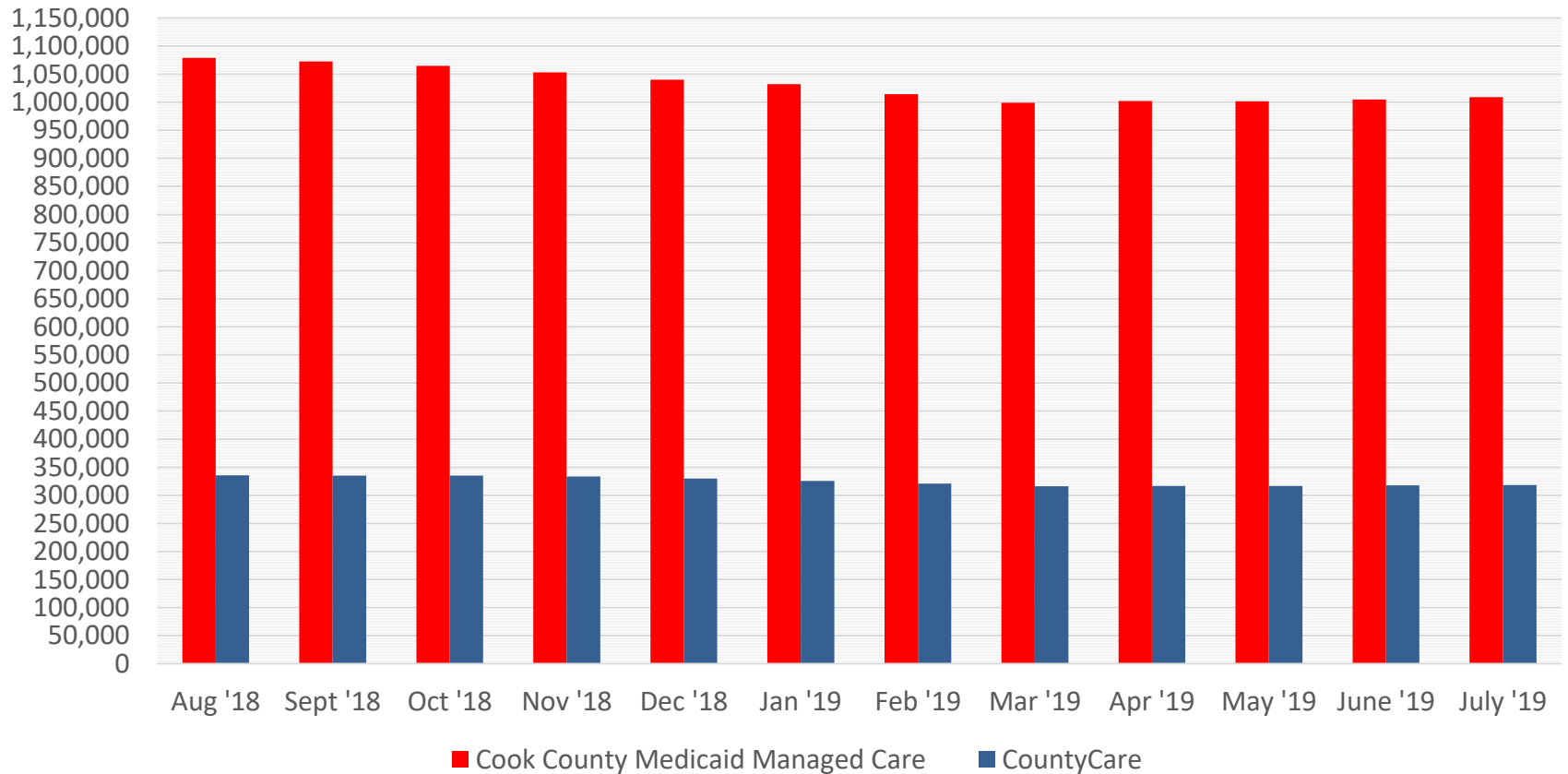
Illinois Department of Healthcare and Family Services July 2019 Data

Managed Care Organization	Cook County Enrollment	Cook County Market Share
*CountyCare	318,207	31.6%
Blue Cross Blue Shield	235,707	23.4%
Meridian (a WellCare Co.)	229,757	22.8%
IlliniCare (a Centene Co.)	110,390	11.0%
Molina	66,139	6.6%
*Next Level	47,853	4.7%
Total	1,008,053	100.0%

* Only Operating in Cook County

Meridian and WellCare (dba Harmony) merged as of 1/1/2019. Pending Merger with Centene (dba IlliniCare)

Medicaid Managed Care Trend



2019 Operations Metrics: Claims Payment

		Performance		
Key Metrics	State Goal	May	Jun	Jul
Claims Payment Turnaround Time				
% of Clean Claims Adjudicated < 30 days	90%	95.9%	97.4%	97.4%
% of Claims Paid < 30 days	90%	44.0%	40.7%	44.9%

2018-2019 Operations Metrics:

Overall Care Management Performance

		Performance		
Key Metrics	Market %	May	Jun	Jul
Completed HRS/HRA (all populations)				
Overall Performance	40%	63.0%	63.3%	64.6%
Completed Care Plans on High Risk Members				
Overall Performance	65%	61.9%	61.5%	61.7%

CountyCare's high-risk percentage exceeds the State's requirement of 2% for Family Health Plan and 5% for Integrated Care Program

QPS Quality Dashboard



September 20, 2019



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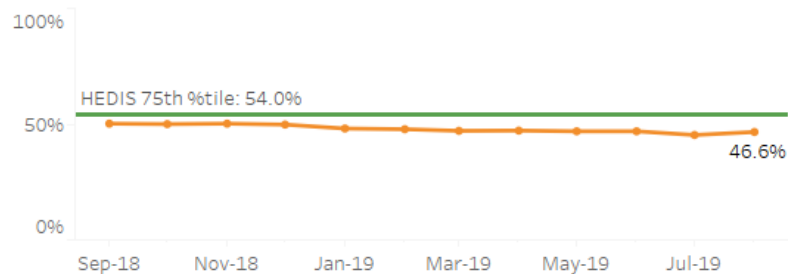


COOK COUNTY HEALTH

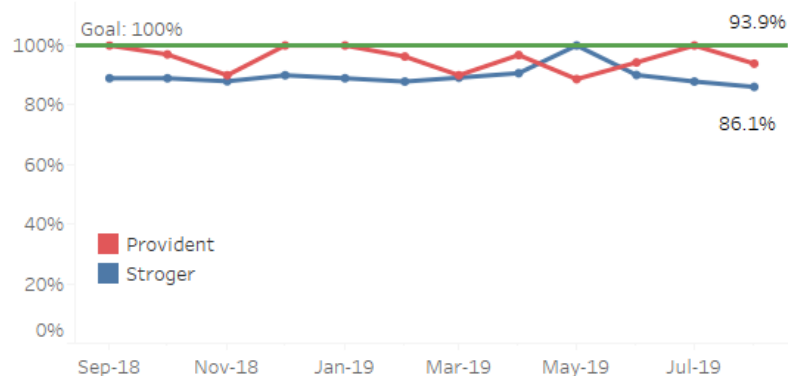
Quality Dashboard
September 20, 2019

Health Outcomes

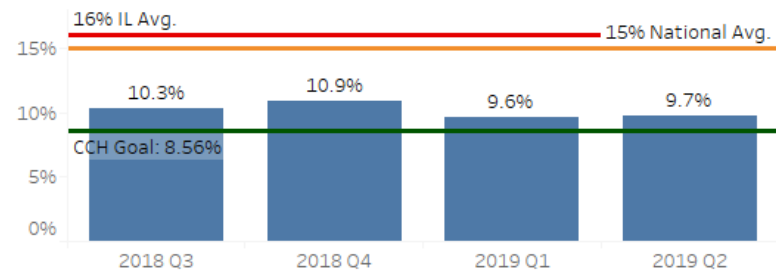
HEDIS - Diabetes Management: HbA1c < 8%



Core Measure - Venous Thromboembolism (VTE) Prevention

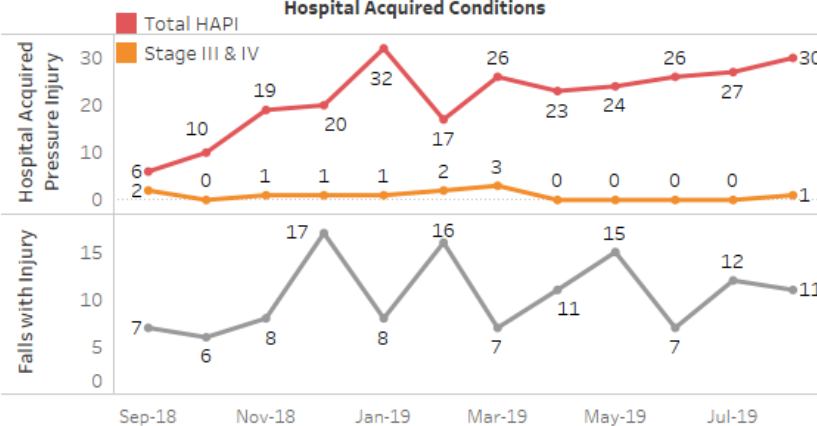


30 Day Readmission Rate

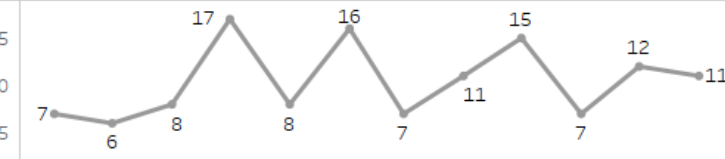


Patient Safety

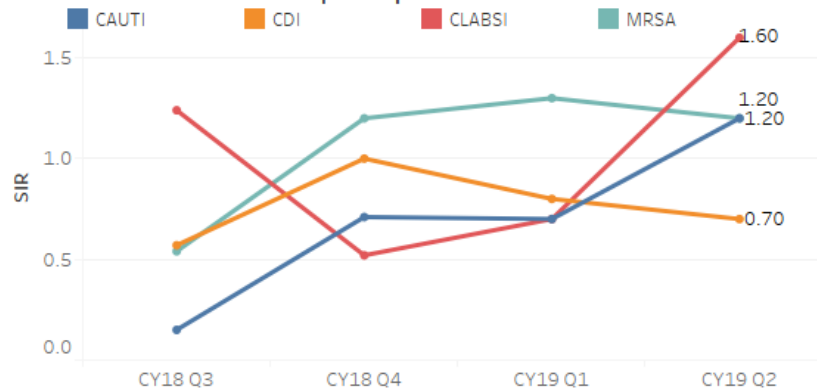
Hospital Acquired Conditions



Falls with Injury



Hospital Acquired Infections

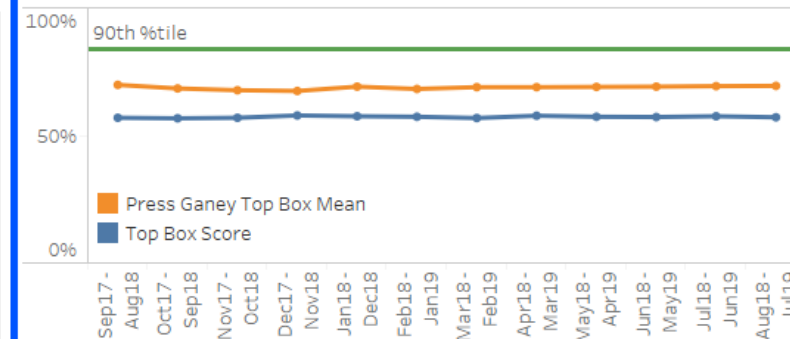


SIR (Standardized Infection Ratio) is a summary measure which compares the actual number of Healthcare Associated Infections (HAI) in a facility with the baseline data for standard population. SIR > 1.0 indicates more HAIs were observed than predicted, conversely SIR of < 1.0 indicates that fewer HAIs were observed than predicted.

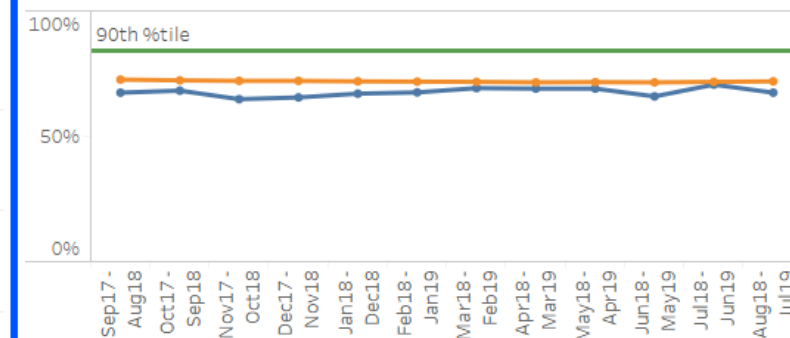
	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19
CAUTI	1	0	0	1	3	1	1	2	1	2	5	6
CDI	4	2	10	4	4	6	2	6	5	4	4	9
CLABSI	3	0	0	0	2	1	0	2	2	2	3	2
MRSA	1	0	0	1	0	1	0	1	0	0	2	0

Utilization

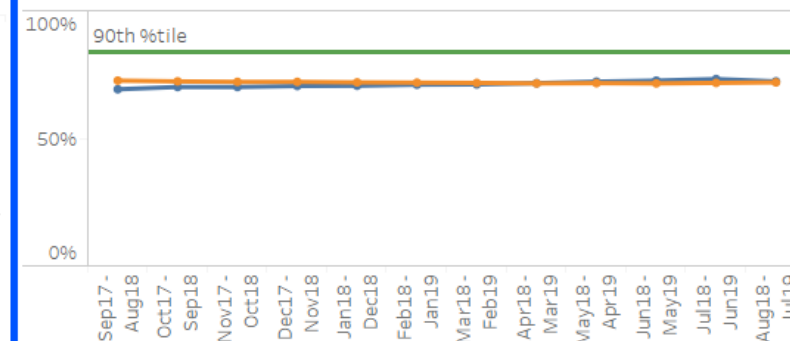
ACHN--Overall Clinic Assessment



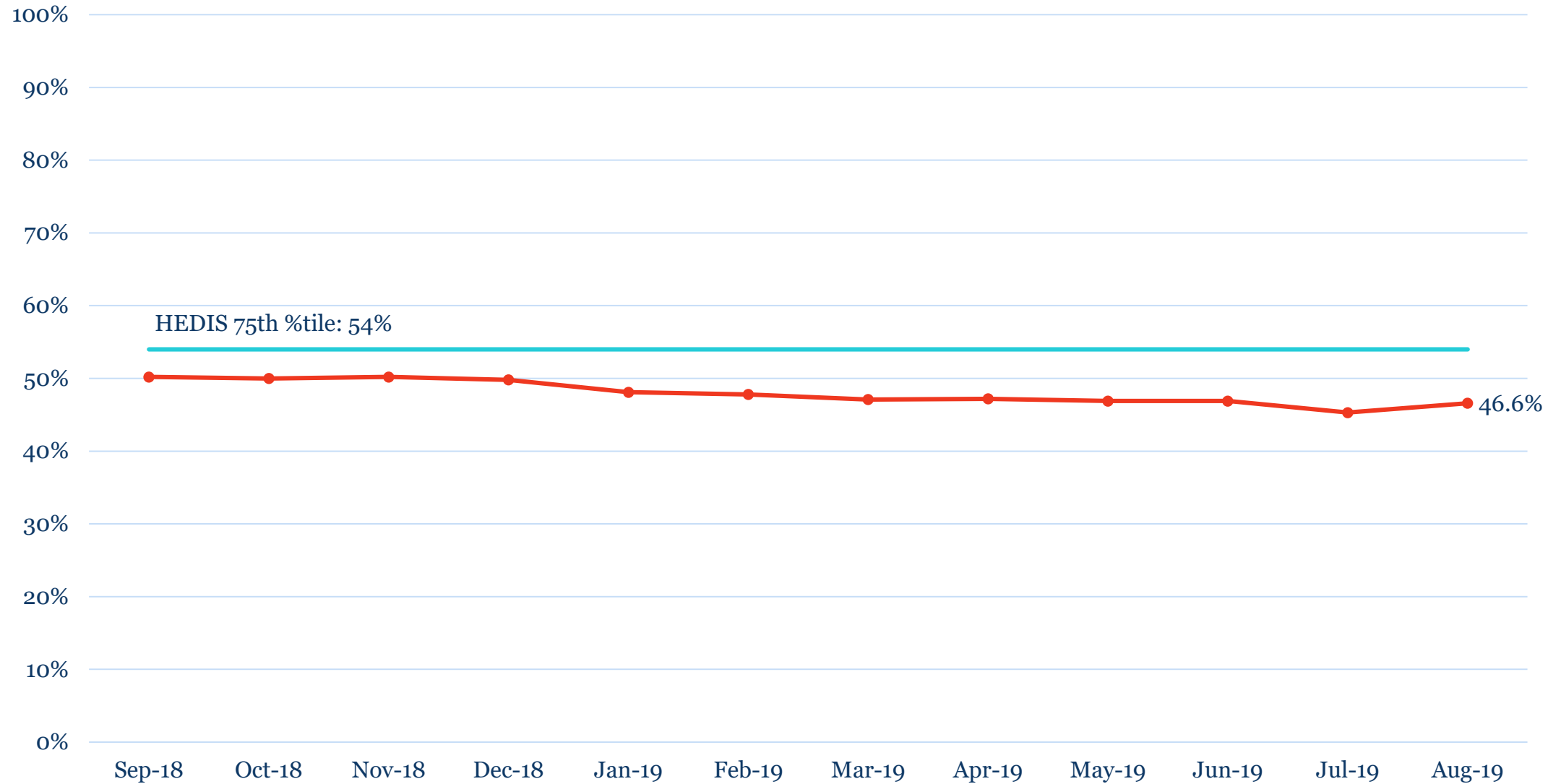
Provident--Willingness to Recommend Hospital



Stroger--Willingness to Recommend Hospital

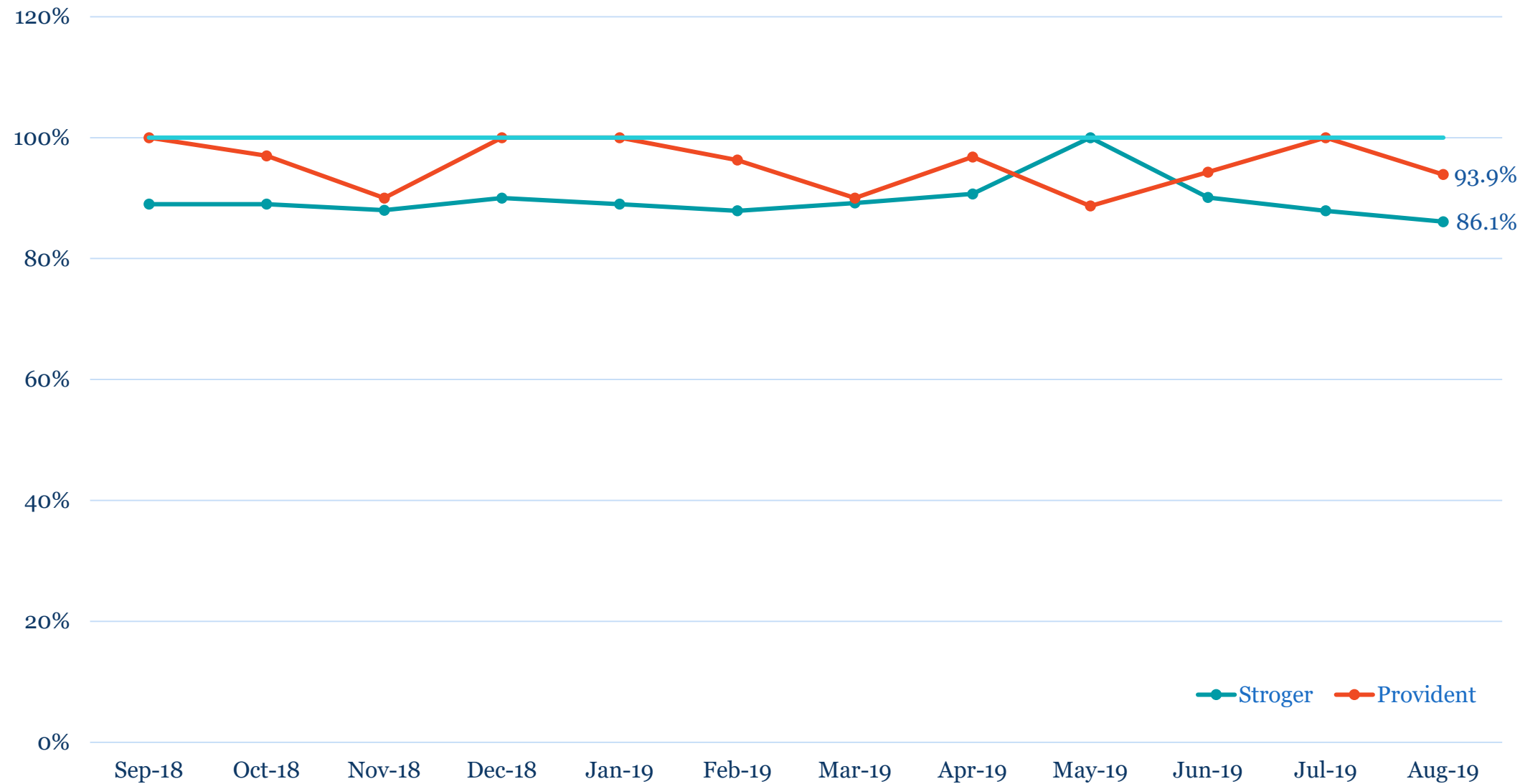


HEDIS – Diabetes Management: HbA1c < 8%



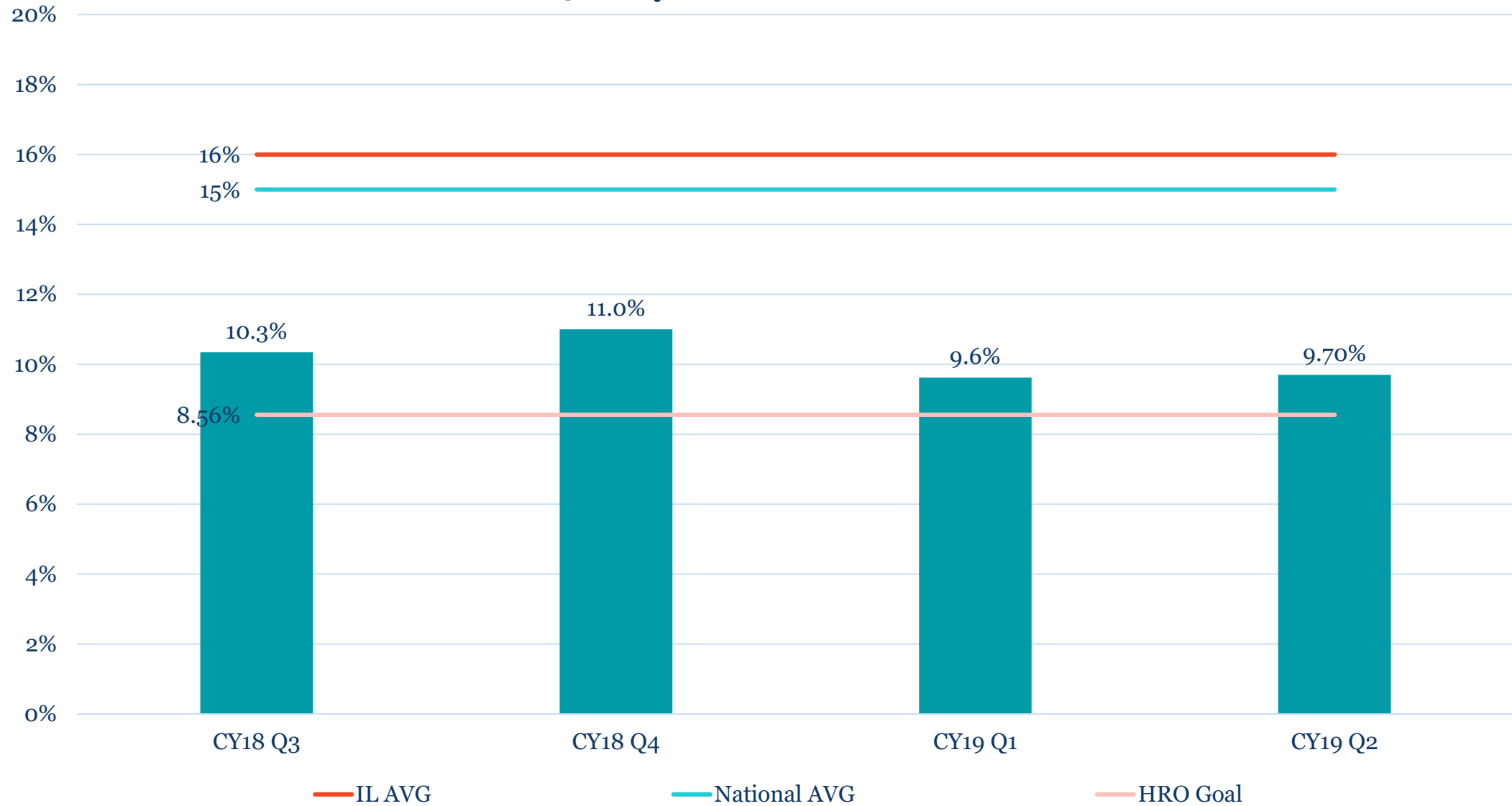
Source: Business Intelligence

Core Measure – Venous Thromboembolism (VTE) Prevention



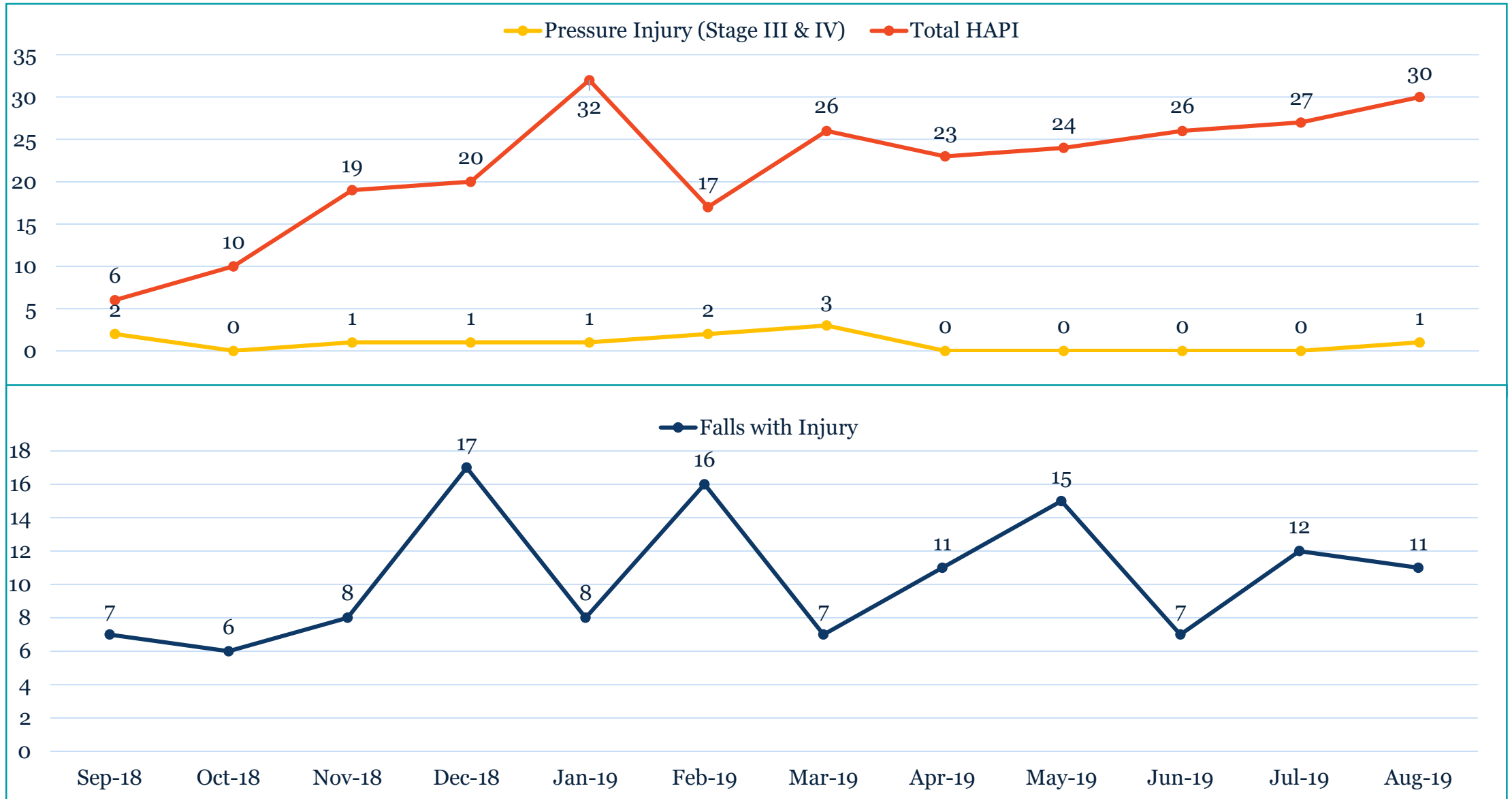
Source: Quality Dept.

30 Day Readmission Rate

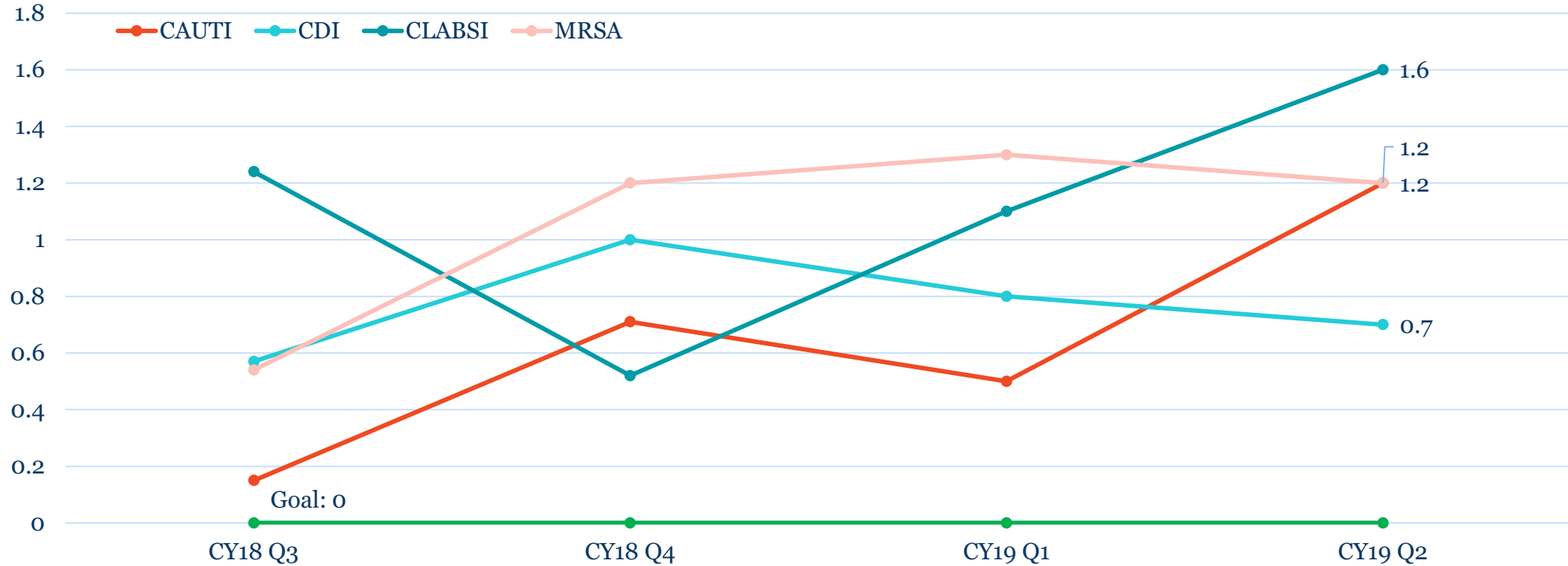


Source: Business Intelligence

Hospital Acquired Conditions



Hospital Acquired Infections



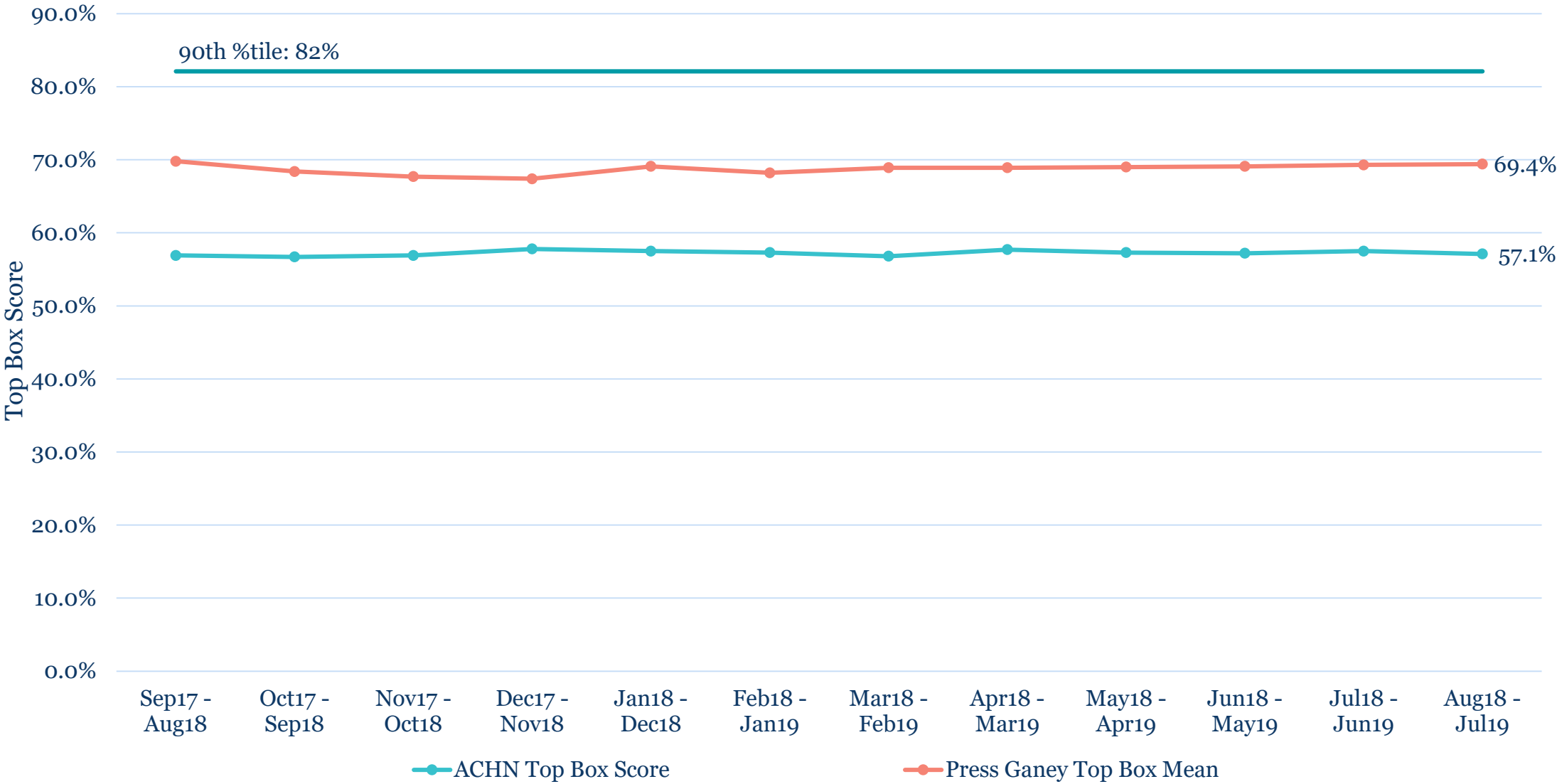
	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19
CAUTI	1	0	0	1	3	1	1	2*	1	2*	5	6
CDI	4	2	10	4	4	6	2	6	5	4	4	9
CLABSI	3	0	0	0	2	1	0	2*	2	2	3	2
MRSA	1	0	0	1	0	1	0	1	0	0	2	0

*Amended

SIR (Standardized Infection Ratio) is a summary measure which compares the actual number of Healthcare Associated Infections (HAI) in a facility with the baseline data for standard population. SIR > 1.0 indicates more HAIs were observed than predicted, conversely SIR of < 1.0 indicates that fewer HAIs were observed than predicted.

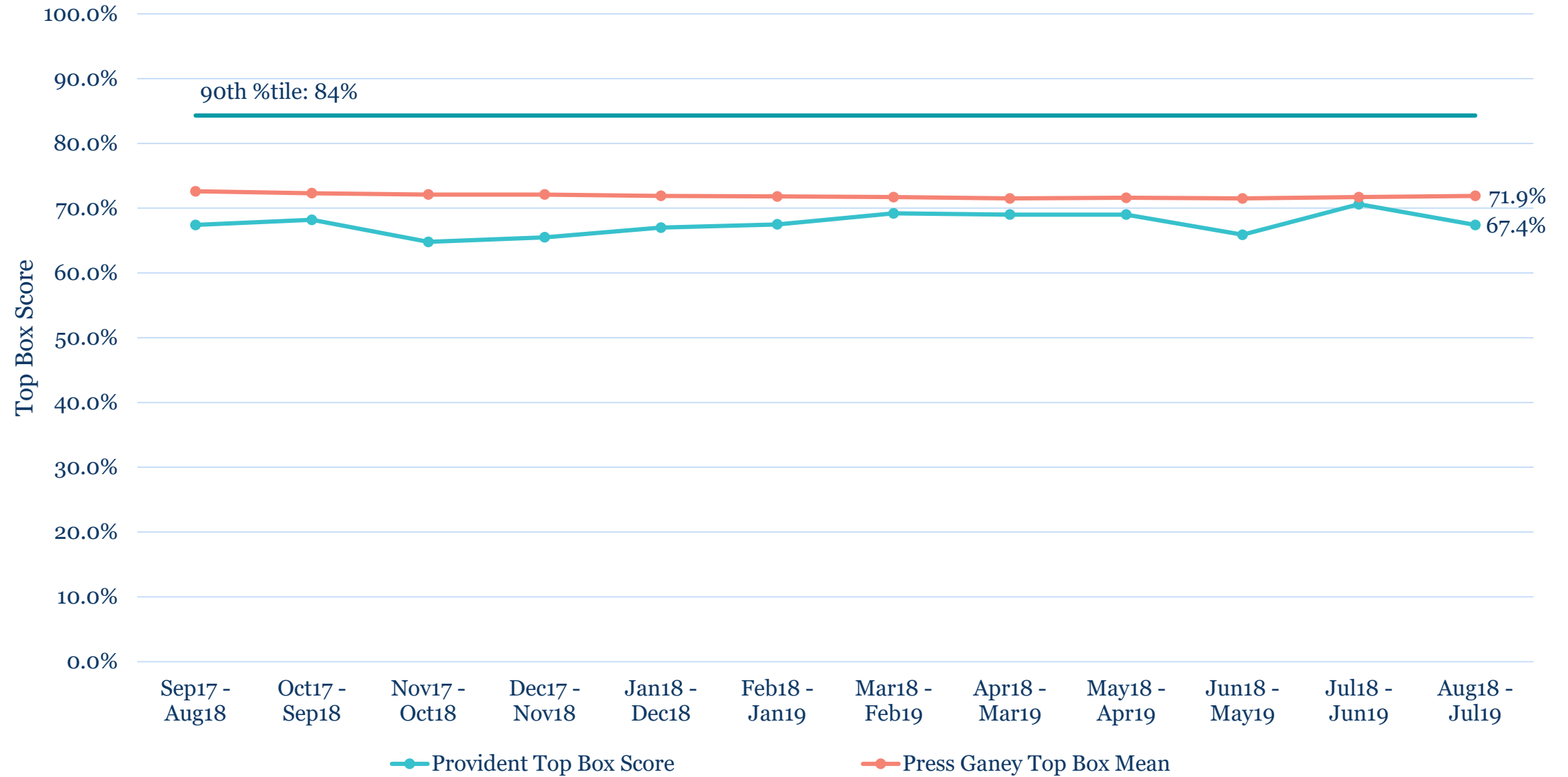
Source: Infection Control Dept.

ACHN – Overall Clinic Assessment

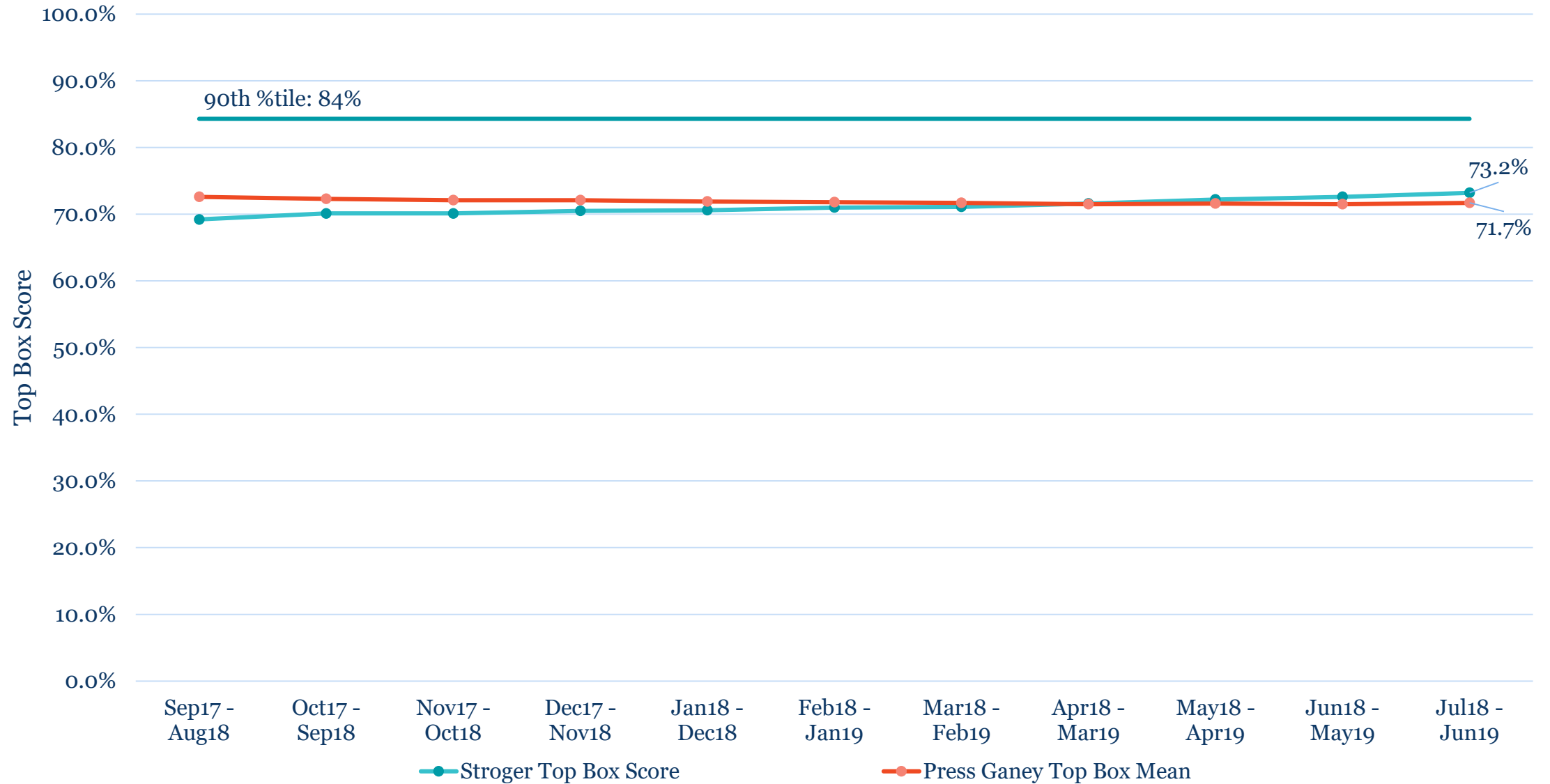


Source: Press Ganey

Provident – Willingness to Recommend the Hospital



Stroger – Willingness to Recommend the Hospital



Source: Press Ganey

CCH Board Meeting September 2019



Ekerete Akpan, Chief Financial Officer

September 27, 2019



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HEALTH**

Observations on Financials

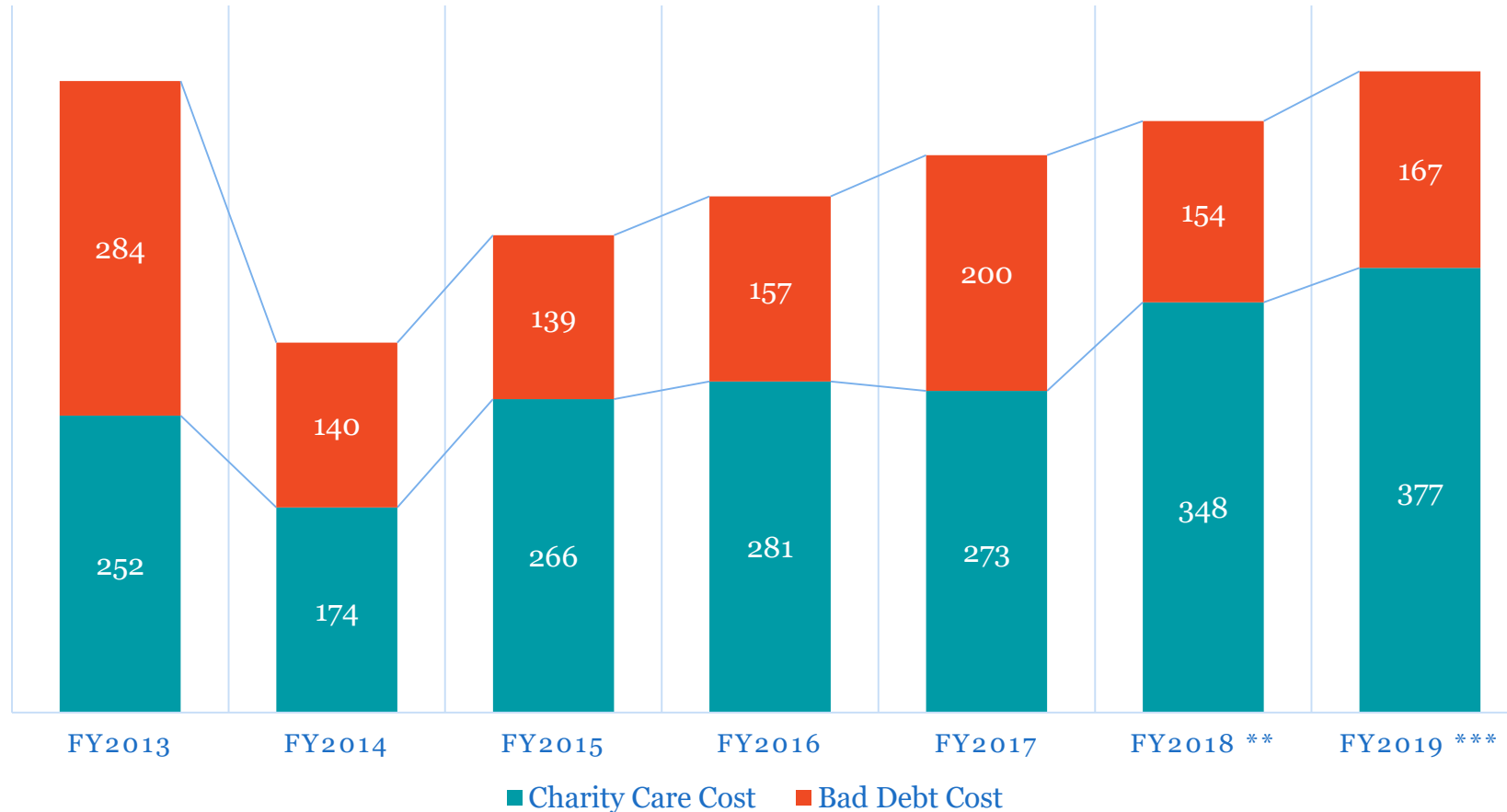
Revenues

- Net Patient Service Revenues - \$455M, 5% unfavorable to target due to increasing and unsustainable growth in charity care, some lower clinical activity and lower revenue cycle activity
 - System-wide uninsured numbers
 - Captured by Visits, held at 44%
 - Captured by Charges, held at 40%
- CountyCare Capitation Revenues - \$1.2B, 4% unfavorable to target due to lower than budgeted enrollment as a result of lower State/County MCO enrollment
- Other Revenues - \$3.8M , ongoing review of outstanding payments to ensure we get caught up by year end

Expenses

- Cost of Pharma - \$52, favorable by 4% compared to budget

CCH Uncompensated Care* (in \$millions)



* Uncompensated Care is Charity Care + Bad Debt at cost

** FY2018 Actual from Audited Financials

***FY2019 projected



Income Statement for the Eight Months ending July 2019 (in thousands)

CCH Systemwide	Year-To-Date		Variance	
	Actual	Budget	\$	%
<u>Operating Revenue</u>				
Net Patient Service Revenue	455,469	477,328	(21,859)	-5%
County Care Access Payments	276,472	-	276,472	n/a
CountyCare Capitation Revenue	1,170,565	1,214,500	(43,935)	-4%
Cook County Access Payments	44,672	44,672	-	0%
Other Revenue	3,824	8,667	(4,843)	-56%
Total Operating Rev	1,951,001	1,745,166	205,835	12%
<u>Operating Expenses</u>				
Salaries & Benefits	442,898	475,425	32,527	7%
Overtime	31,545	23,868	(7,677)	-32%
Contracted Labor	41,828	22,747	(19,081)	-84%
Pension*	73,286	218,242	144,956	66%
Supplies & Materials	31,461	50,018	18,557	37%
Pharmaceutical Supplies	51,757	53,885	2,128	4%
Purch. Svs., Rental, Oth.	162,116	223,253	61,137	27%
External Claims Expense	1,044,340	944,379	(99,961)	-11%
County Care Access Expense	276,472	-	(276,472)	n/a
Insurance Expense	17,787	19,624	1,837	9%
Depreciation	23,136	23,136	-	0%
Utilities	14,312	6,590	(7,721)	-117%
Total Operating Exp	2,210,939	2,061,167	(149,771)	-7%
Operating Margin	(259,937)	(316,001)	56,064	18%
Operating Margin %	-13%	-18%	5%	26%
Non Operating Revenue	132,799	173,684	(40,885)	-24%
Net Income/(Loss)	(127,138)	(142,317)	15,179	11%



Balance Sheet for the Eight Months ending July 2019 (in thousands)

CCH - Balance Sheet Summary	July 2019	July 2018	Variance
<u>Current Assets</u>			
Cash and Cash equivalents	31,136	393,559	(362,423)
Property Taxes Receivable	69,911	91,558	(21,647)
Receivables	423,810	249,251	174,558
Inventory	15,079	27,639	(12,560)
Total Current Assets	539,936	762,007	(222,071)
Refundable Deposit	5,000	50,000	(45,000)
Intangible Assets	21,208	31,091	(9,883)
Capital Assets	490,681	434,530	56,151
Total Assets	1,056,825	1,277,628	(220,803)
<u>Deferred Outflow</u>			
Deferred Outflow	372,465	630,938	(258,473)
Total Deferred Outflow	372,465	630,938	(258,473)

Balance Sheet for the Eight Months ending July 2019 (in thousands)

CCH - Balance Sheet Summary	July 2019	July 2018	Variance
Current Liabilities			
Cash Due to Treasurer	-	-	-
Accounts Payable	149,061	205,893	(56,832)
Accrued Salaries, wages and other liabilities	15,147	12,426	2,722
Claims payable	213,099	505,946	(292,847)
Access Payments Payable	-	43,001	(43,001)
Compensated Absences	6,676	6,654	22
Pension Contribution Payable	66,386	51,274	15,113
Unearned revenue	15,726	15,985	(259)
Due to State of Illinois	-	-	-
Due to other county governmental funds	43	43	-
Due to others	6,994	-	6,994
Self-insurance claims payable	41,897	32,765	9,132
Total Current Liabilities	515,029	873,987	(358,958)
Compensated Absences	37,829	37,705	124
Self-insurance claims payable	137,913	138,832	(919)
Reserve for tax objection suits	12,342	13,003	(661)
Net pension liability	4,858,676	4,504,508	354,168
Total Liabilities	5,561,789	5,568,034	(6,245)
Deferred Inflow			
Deferred Inflow	757,108	561,886	195,222
Total Deferred Inflow	757,108	561,886	195,222
Net position			
Contributed Capital	500,687	445,806	54,881
Unrestricted	(5,390,294)	(4,667,128)	(723,165)
Total net position	(4,889,607)	(4,221,323)	(668,284)



Financial Metrics

Metric	As of end July-18/YTD	As of end July-19/YTD	CCH Target
Days Cash On Hand*	54	4	60
Operating Margin**	-4.9%	-11.1%	-5.4%
Overtime as Percentage of Gross Salary***	7.2%	7.6%	5.0%
Average Age of Plant (Years)	24.4	23.2	20

*Days Cash in Hand – Point in time i.e. as of end of each month. Note State owed CCH **\$200.4M** in payments as of end July 2019

**Excludes Pension Expense-Target based on compare group consisting of 'like' health systems : Alameda Health System, Nebraska Medical Center, Parkland Health & Hospital System, and UI Health

***Overtime as percentage of Gross Salary – CCH target 5% , Moody's 2%

Revenue Cycle Metrics

Metric	Average FYTD 2019	June-19	July-19	Aug-19	CCH Target
Average Days in Accounts Receivable <i>(lower is better)</i>	99	97	102	103	90
Discharged Not Finally Billed Days <i>(lower is better)</i>	11	12	12	13	7.0
Claims Initial Denials Percentage <i>(lower is better)</i>	20%	17%	15%	19%	20%

Definitions:

Average Days in Accounts Receivable: Total accounts receivable over average daily revenue

Discharged Not Finally Billed Days: Total charges of discharge not finally billed over average daily revenue

Claims Initial Denials Percentage: Percentage of claims denied initially compared to total claims submitted.



Clinical Activity Observations

- Primary Care visits are up by 10% versus FY18, and up 5% versus FY19 target
- Specialty Care visits are up by 5% versus FY18 flat versus FY19 target
- Surgical Cases are down by 4% versus FY18, and down 9% versus FY19 target
- Inpatient Discharges are down 6% versus FY18
- Length of Stay is up 1% versus FY18, and up 1% versus FY19 target
- Emergency Department visits are down 1% versus FY18
- Deliveries are up by 5% versus FY18, and down 7% versus FY19 target
- CMI is up by 6% versus FY2018

CountyCare – Observations and CCH Reimbursement Rates

Comments:

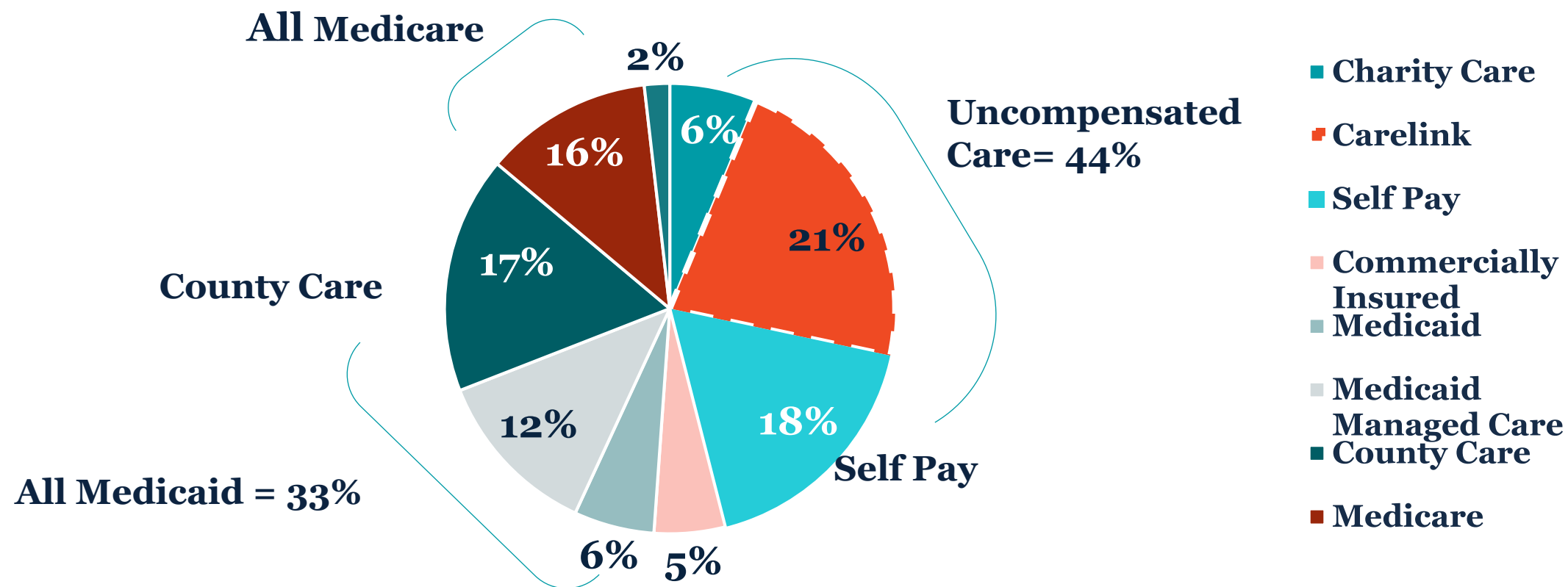
- CountyCare contributes \$97M to CCH through internal capture of CountyCare business at CCH
- CountyCare Medical Loss Ratio is better than National and Regional, sustained at 97% YTD
- Total membership was 317,809 as of July 5, 2019
- Working with CCH leadership to increase appropriate CountyCare memberships access to clinical services at CCH facilities

CountyCare Reimbursement at Medicaid Rates *:

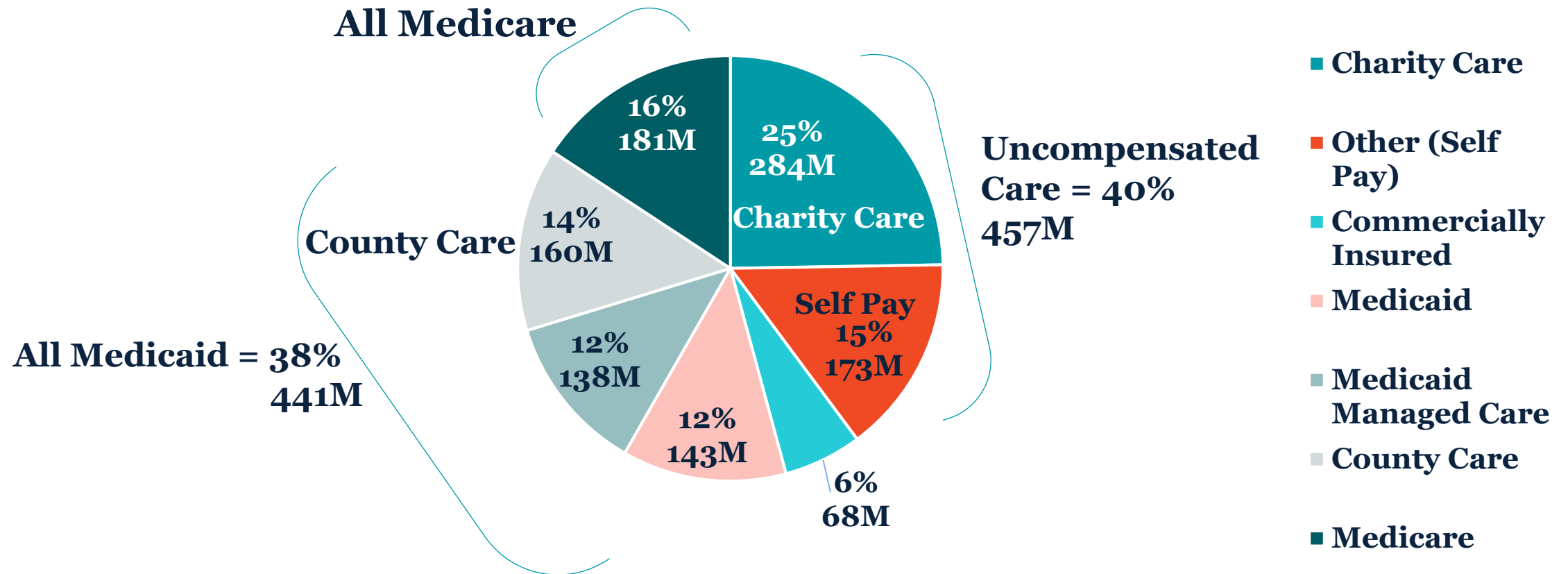
- CountyCare-CCH reimbursement rate has been adjusted to 100% of the Medicaid rate for current fiscal year
- July-2019 CCH financials reflect this change
- Going forward CountyCare will adjust rates in tandem with HFS

* Note State Medicaid Rates available at
<https://www.illinois.gov/hfs/MedicalProviders/MedicaidReimbursement/Pages/HospitalRateSheetsEffective070119.aspx>

System Payor Mix By Visit as of July 2019



System Payor Mix By Charges as of July 2019



Questions?



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